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ATTACHMENT 3
IHC-M-1

DRAFT:22 April 1968

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT: Organization of the Intelligence Information Handling Committee (IHC)

1. This proposal concerns the organization of the Intelligence Information Handling Committee (IHC), established by DCID 1/4, 4 April 1968, in order that it may accomplish the mission and carry out the functions established by the Directive.

2. The Committee is authorized a Support Staff to be furnished by designated member agencies. It is proposed that initial personnel allocations be established as follows:
Department of State - one professional; CIA, DIA and NSA - two professionals each. CIA will provide the necessary clerical, administrative and logistical support to the Support Staff.

3. The IHC Support Staff will be organized under the direction of an Executive Secretary who will be responsible to the Chairman for the functioning of the Staff and for conducting Committee business with the assistance of the Staff.

4. It is believed desirable that the chairmen of all subcommittees of the IHC, authorized now or in the future, be selected from assigned members of the IHC Support Staff when qualified personnel exist on the Staff or can be made available to the Staff in accordance with paragraph 2 above. The effectiveness

C-O-N-F-I-D-E-N-T-I-A-L

C-O-N-F-I-D-E-N-T-I-A-L

- 2 -

of the subcommittees will depend in large part on the competence of the chairmen and members.

5. Subject to the approval of USIB it is proposed to establish the following subcommittees as soon as qualified personnel can be assigned:

a. Subcommittee on Standardization. This Subcommittee will be responsible for continuing test and analysis of the Intelligence Subject Code and the Content Control Code; development of standard Russian-English transliteration systems for ADP manipulation in the Russian text; the development of other standard or compatible data elements, codes and documentation as needed and feasible; and similar tasks.

b. Subcommittee on System Design and Development. This subcommittee will assist the Committee in carrying out the responsibilities in the general area of system design and development. It will include the development of system requirements, conceptual design, design specifications, and recommendations for agency assignment of systems implementation for community automated systems for document processing and community systems for information storage and retrieval. It will assure that it is informed of information system design efforts in the community which may have community-wide implications for the future. It will assist in the development of an ADP system to support NIC; the development of a program for a follow-on COINS-type system; the study of bibliographic control of foreign publications; and similar tasks.

C-O-N-F-I-D-E-N-T-I-A-L

- 3 -

c. Subcommittee on Research and Development.

This Subcommittee will be responsible for identification of community needs for R&D information handling, for recommendation of specific agency assignment of such R&D requirements, and for keeping the intelligence community informed on scientific and technical developments in information science.

6. The assignment of responsibility for the following functions under executive agency arrangements should be continued:

<u>Function</u>	<u>Executive Agent</u>
a. Maintenance of Installation Identification System	DIA
b. Maintenance of ADP File and Program Catalog System	DIA
c. Implementation and Maintenance of Item Register System	CIA

7. In addition to the above executive agent assignments, it is believed that the Foreign Publications Subcommittee, which was set up by USIB-D-39.7/19, dated 25 October 1966, should be abolished and CIA should be assigned the executive agent responsibility for coordinating the procurement of hard-to-get publications. A study of the need for and the feasibility of an automated system for bibliographic control of foreign publications of intelligence value will be assigned to the Subcommittee on System Design and Development.

8. In addition to subcommittee work, the permanent Support Staff should be assigned responsibility for monitoring and

C-O-N-F-I-D-E-N-T-I-A-L

C-O-N-F-I-D-E-N-T-I-A-L

- 4 -

developing recommendations for IHC consideration for the following activities:

- a. Intelligence community training in information science and intelligence information handling;
- b. Emergency planning and system development to ensure that necessary intelligence information will be available in support of emergency war plans;
- c. Security in relation to the operation of information handling systems in coordination with the USIB Security Committee.
- d. Continuing study of the various parts of the intelligence data base in order to recommend elimination of unnecessary duplication and the fixing of single agency responsibility for information processing and for data base development and maintenance, where feasible;
- e. Effectiveness of arrangements under executive agency assignment or interagency agreements.

9. The capabilities of the entire Support Staff, or any combination thereof, will be utilized on any problem area or project in which the Committee is interested. A first order of business for the Committee and the Support Staff will be the implementation of the Memorandum on Intelligence Information Handling from the DCI to the President, dated 22 April 1968.

Recommendation

10. It is recommended that USIB approve the organizational arrangements outlined herein.

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ATTACHMENT 4
IHC-M-1

INITIAL TASKS OF THE IHC AND ITS SUPPORT STAFF

The initial job of the new IHC and its staff should be the implementation of Annex A to the DCI's Memorandum to the President. This annex lists some studies and experiments which would be actions preliminary to the preparation of a phased implementation plan as called for in the NSAM. The major question is the adequacy of the mechanism (the IHC, its subcommittees, and the Support Staff) for the task. The first thing needed (even to determine the adequacy of the mechanism) is a more detailed plan of the steps leading to the initial goal of a phased implementation plan. If the Support Staff can be recruited soon, its first task should be the preparation and submission (to the IHC) of the preliminary plan. Only then can a judgement be made as to whether the first period of IHC activity will be fruitful and issue in a good phased implementation plan, or whether something more needs to be done.

It is recommended, therefore, that the staff be recruited and that IHC and USIB be given another management decision point after, say, two months of staff operation, when a more detailed preliminary plan (for the first year) can be available.

This preliminary plan should do the following:

- relate the studies and experiments in Annex A to the responsibilities and organization of the subcommittees and the Support Staff;
- relate the COINS management plan to the above;
- state how each study is to be accomplished, by whom, when, with what resources;
- state how the studies are to be monitored and integrated;
- state the place of the content control code and the item register in the plan, and, specifically, fit subphases of these two tasks into the sub-phases of the overall task;
- show how the entire mechanism (IHC, subcommittees, IHC Staff and the special studies) will lead to the goal of a phased implementation plan.

To sum up, the preliminary plan, to be submitted to the IHC after two months of Support Staff operation, should define the goal (a phased implementation plan) and show steps, resources, interrelationships

C-O-N-F-I-D-E-N-T-I-A-L

C-O-N-F-I-D-E-N-T-I-A-L

- 2 -

between steps, a timetable, and proposed methods for carrying out each step.

To show what is meant, an examination of Phase I of Annex A, "Studies" will reveal that the purpose and therefore the timing of the studies varies from one study to another, and that therefore careful planning must be done at the outset (in a preliminary plan as called for above) to orchestrate them so that they lead to the initial goal of a phased implementation plan. For instance, some of the studies are state-of-the-art types (##5, 6, 7, 8, 9). Some would yield information to be used to define the problem itself (##2 and 3). Number 1 is the definition of the problem, which would benefit from the results of ##2 and 3. Two, ##4 and 10, would best be done after the problem is defined and a gross design solution proposed.



25

C-O-N-F-I-D-E-N-T-I-A-L